BLM Performance

From the Field to the

DOI Strategic Plan

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Why do we track performance?

- Congress passed laws requiring Federal Agencies to track performance
  - The Government Performance Results Act of 1993 (GPRA)
  - The GPRA Modernization Act of 2010

- Congress directed the Office of Management and Budget (OMB) to require each Agency to develop performance goals that were objective, quantifiable, and measurable
  - Each Agency was directed to provide a basis for comparing actual program results with the established goals
  - This is described in more detail in OMB Circular A-11

Why do we track performance? (cont'.d)

- When Congress appropriates money to Agencies it wants to see the results.

- Congress wants Agencies to spend the money as directed in the Appropriations bills.

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Program Elements (PEs)

- Also known as "Workload Measures"

- Definitions are located on the Activity Based Costing website http://abc.blm.gov/

- PEs are work outputs, the lowest level breakdown of types of mission work

- PEs are tracked in the Performance Management Data System (PMDS)

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http://abc.blm.gov/prodABC/

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http://abc.blm.gov/prodABC/

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Bureau of Land Management

Cost Management Website

NATIONAL SYSTEM OF PUBLIC LANDS

Home	Reference	ABC Reports	ARRA Reports	IT Reports

- Subactivities
- Program Elements ▶ Catalog
- PE/SA Coding   History
- Performance Measures PE List
- Fund Centers
- Work Processes
- BLM Strategic Matrix
- Fund Code Matrix
- Definition of Terms
- Tutorials

Welcome to the Cost website. This web reports for analyzing BLM cost manageme

For some time BLM reporting and discus management data, a excellent manageme (MIS). The raw data take you so far.

The focus of this site is to provide improved ways to **statistically** analyze cost data, turn cost data into **useful information**, make the reports you need most **easy to access**, and provide a feedback channel for developing future reports based on **your needs**. Just click on an item in any of the drop-down menu categories to get started. For more information contact Betty Buxton at (703) 440-1507 or send her an e-mail.

Sections   !!! Important News !!!

http://abc.blm.gov/prodABC/reference/refPEs.asp   Local intranet   100

DOI Remote Access VPN   Microsoft PowerPo...

Field Input into Performance

- PE Targets for the Bureau originate in the Field.

- Each office enters its targets for PEs based on the funding allocation in the Planning Target Allocations (PTA).

- State Offices get the state allocation and sub-allocate to the various District and/or Field Offices.

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Field Input into Performance cont'd

- The PTA takes into account analysis of prior year performance and BPS entries for project specific programs.

- You negotiate with your state leads on what you need for your office's programs.

- The field has until September to work with the SO on the PE targets.

- The information is then rolled up at the state level and submitted to WO as the State PTA feedback.

PE Targets and Accomplishments

- In September the targets are locked at the field level.

- In October the WO program leads discuss the state target with each state program lead. Targets are locked for the year in November.

- Accomplishments should be entered monthly at the end of the month when they occur.

- At mid-year and 3rd Quarter there is a review of PE accomplishments to date.

- Each SO identifies to the WO if there are targets that will be underachieved or overachieved at end of year.

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http://mis.blm.gov/

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National Operations Center

Division of Business Services

U.S. DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT

Management Information System

Home   Telephone Directory

systems

S/Fleet Mgmt. System
get & Fund Status
get Planning
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Management
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ntory Management
rmance & Workload

DS Data Entry
DS Reports
DS User Guide

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Reports Library

FBMS Information Page

Management Information System

BlueZone Implementation

📌 # Attention: Multiple-version

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More on PEs

- The ABC website contains the definition for each PE.

- Once a year an IM comes out asking for PE revisions or modifications to existing PEs.

- Although PEs do not translate directly into performance measures, they represent the underlying work that is necessary for the performance measure to be achieved.

Bureau of Land Management Strategic Plan Matrix

2012 Strategic Matrix — NATIONAL SYSTEM OF PUBLIC LANDS

Mission Areas → Goals → Strategies

Beg. Ltr.	Primary Work Process	M1 – Provide Natural and Cultural Resource Protection and Experiences								M2 – Sustainably Manage Energy, Water, and Natural Resources							M5 – Building a 21st Century DOI	
		G1 – Protect America's Landscapes		PG1 – Climate Change Adaptation	G2 – Protect America's Cultural and Heritage Resources	G3 – Provide Recreation and Visitor Experience	G4 – Manage the Impacts of Wildland Fire			G1 – Secure America's Energy Resources			PG2 – Renewable Energy Resources	G3 – Sustainable Manage Timber, Forage, and Non-Energy Minerals			PG3 – Employment of Youth	G5 – Improving Acquisition and Real Property Management
		S1 – Improve land and water health	S2 – Sustain species health	(Priority Goal)	S1 – Protect cultural and historical assets and resources	S1 – Provide visitor services	S1 – Establish fire-adapted ecosystems	S2 – Adapt communities to wildfires	S3 – Respond to wildfires	S1 – Ensure environmental compliance and safety of energy development	S2 – Develop renewable energy potential	S3 – Manage conventional energy development	(Priority Goal)	S1 – Manage timber and forest products resources	S2 – Provide for sustainable forage and grazing	S3 – Manage non-energy mineral development	(Priority Goal)	S1 – Effective management of facilities
A	1. Provide Outreach				AE, AJ, AK, AR	AL			AM									AP, AQ
B C	2. Assess / Inventory Condition / Status	BF, BG, BH, BN, BO, BP, BQ, BR, BS, BT, BU, BV, CC, CD, CF	CB		BC, BD, BE, BW, BZ, CE, CG	BA, BY										BB		BJ, BK, BL, BM, BX
D	3. Perform Planning	DB, DF, DI, DJ, DN, DO, DP, DQ, DR, DS, DT, DU, DV, DX	DK		DC	DA			DD									DW
E F GR	4. Authorize Use	EC			FB, FD	EA, EB, FH, FU, FV				EI, FI, FK	FX	EJ, EL, EM, EQ, ER, FF, FJ, FN, FP, FT, GA, GB, GC, GD		EG	ED, EE, EF	EK, EN, EO, EP, EW, EX, EY, EZ, FL, FS, FW, FY, GE, GF, GH, GI, GJ, GK, GL, GM, GN, GO		ES, ET, EU, FM, FO, FQ, FR
GS H I J K	5. Implement BLM-Initiated Actions	HG, HH, HI, HO, HP, HQ, JA, JB, JC, JD, JE, JF, JG, JH, JI, JJ, JK, JN, JX, JZ, KF, KG	JP, KE		HF, KO		JL, JS, 50% of JQ, JR, JT, JU, JW	JM, 50% of JQ, JR, JT, JU, JW	HT, HU		KH, KI			HD, HE, HL				GS, GT, GU, GW, GX, GY, HM, HN, HX, HY, IA, IB, ID, IE, IG, IH, IJ, IK, IM, IP, IQ, IU, IY, KA, KB, KC, KD, KP
L M	6. Perform Monitoring	LB, MB, MC, MG, MI, MJ, MK, ML, MN, MO, MP, MU, MX	MQ, MR		LA, LD, MD, MF, MY	MA, MV	MZ, 50% of MT	LC, 50% of MT		MW								
N O	7. Manage Compliance	NK, NP, NQ, NU, NV, NY, NZ, OA								NB, NG, OC	OD	NC, NH			NA, NJ	NF, NI, OB, OE		
P	8. Manage Work	PH	PI		PC	PM	80% of PN			10% of PP	PQ	90% of PP		PJ	PK	PO		20% of PN
X Y Z	9. Sustain the Organization	90, XA, XB, XC, XD, XE, XF, XG, XH, XI, XJ, XK, XL, XM, XN, XO, XP, XQ, XR, XS, XT, XV, XW, XX, XZ																

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The DOI Strategic Plan

- Required under GPRA and OMB Circular A11

- Contains performance for all of DOI

- The GPRA 2010 Modernization Act mandated tracking with the Annual Performance Plan which includes year-end results (APP&R)

- The current DOI Strategic Plan has 5 Mission Areas

- BLM reports performance measures in 2 of the Mission Areas

Natural and Cultural Resources
Land & Water Health
Species Health
Cultural & Historic Assets
Visitor Experience

Building a 21st Century DOI
21st Century Workforce
Youth Stewardship
Sustainability of Operations
IT Efficiency
Acquisition & Asset Mgmt

Sustainable Use of Resources
Renewable & Conventional Energy
Water
Timber
Forage
Minerals

Scientific Foundation for Decision Making
Sustainable Resource Use, Protection, & Adaptive Management
Protect & Inform Communities
Understanding the Earth

Govt-to-Govt Relationships
Tribal Communities
Alaska Natives
Insular Communities

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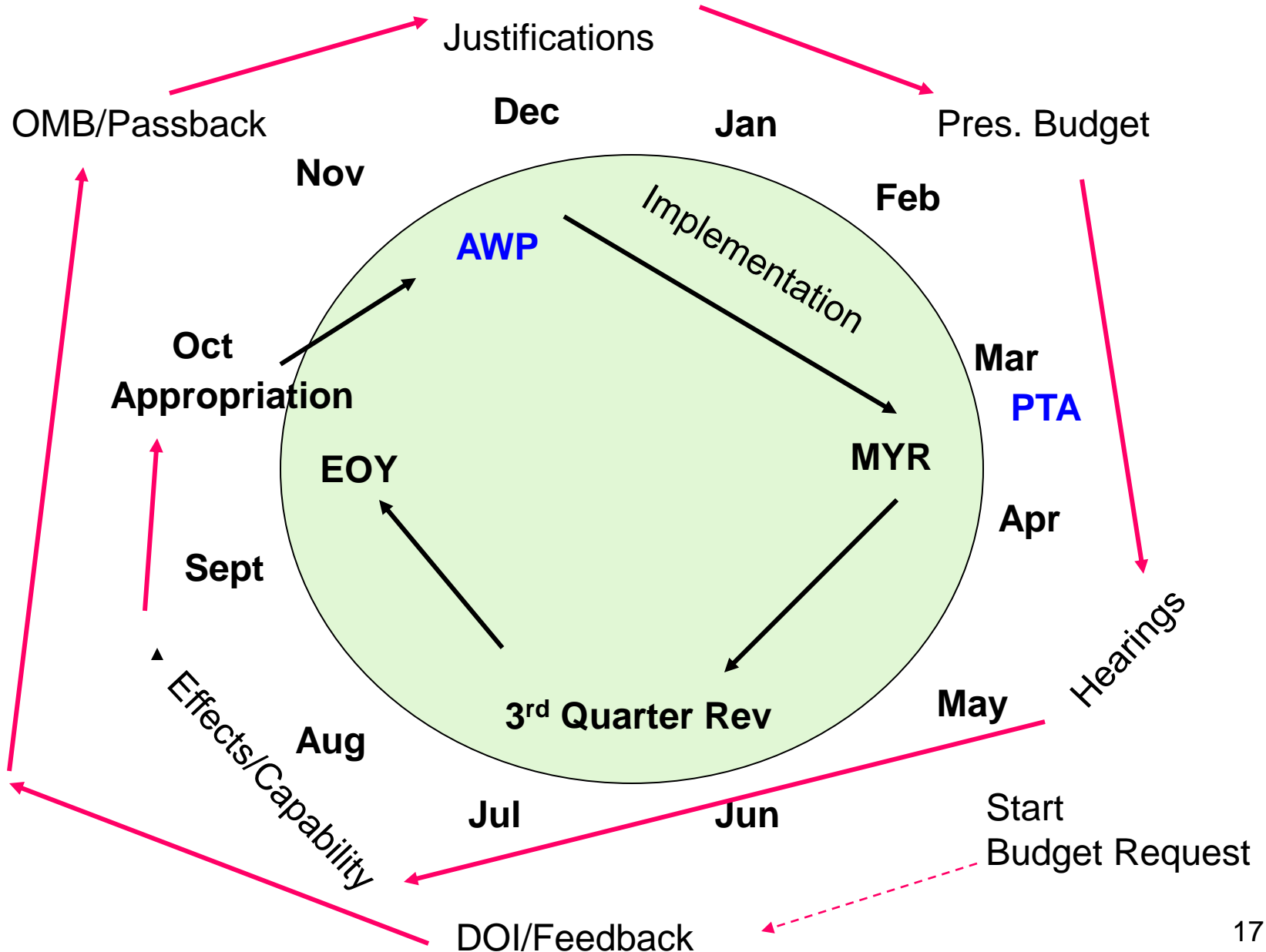MARCH 3, 1849

Performance Measures

- Performance Measures can be Output Measures or Outcome Measures.

- Many Strategic Plan measures are Outcome Measures.

- BLM has 22 Strategic Plan Measures which are reported annually to DOI and OMB. The APP&R is published and given to Congress with the Budget Justifications.

- There are 56 Bureau level Measures which are published in the Budget Justifications.

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An Example from the Strategic Plan (page 10) showing Strategic Plan Measures from Mission Area 1 and the Bureaus responsible for the performance reporting.

Bureaus Reporting	Supporting Performance Measures	2016 Target
BLM, FWS, NPS	Percent of DOI acres that have achieved desired conditions where condition is known and as specified in management plans.	78%
BLM, FWS, NPS	Number of DOI acres restored to the condition specified in management plans.	1,106,905 acres
FWS	Number of DOI acres managed or protected to maintain desired condition as specified in management plans.	140,044,342 acres
BLM, FWS, NPS	Percent of DOI riparian (stream/shoreline) miles that have achieved desired condition where condition is known and as specified in management plans.	93%
FWS, BLM, NPS	Number of DOI riparian (stream/shoreline) miles restored to the condition specified in management plans.	879 miles
FWS	Number of DOI riparian (stream/shoreline) miles managed or protected to maintain desired condition as specified in management plans.	310,032 miles

The Budget Includes Performance as it is Developed Each Year

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The Annual Budget Cycle

Justifications

OMB/Passback

Pres. Budget

Dec   **Jan**

Nov   **Feb**

AWP   Implementation

Oct   **Mar**
Appropriation   **PTA**

EOY   **MYR**

Sept   **Apr**

3rd Quarter Rev   **May**   Hearings

Aug

Effects/Capability

Jul   **Jun**   Start
Budget Request

DOI/Feedback

Performance Targets & Budget Development

- Performance targets influence the budget.

- If we do not produce the accomplishments our budget can be (and has been!) reduced.

- Congress wants accountability for budget funding. Setting and tracking PE and PM targets and accomplishments provides accountability down to the line manager level.

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Performance Targets & Budget Development, cont'd.

- To start the out-year budget, DOI gives guidance on policy and targets to BLM in April and May of each year.

- DOI usually asks for several scenarios – over and under the targeted level. For example, -3% and -5% scenarios. Performance estimates are developed for each scenario.

- Secretary Salazar reviews each Bureau's submissions, determines if the submissions meet DOI goals, and makes decisions on the total DOI budget request.

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Performance Targets & Budget Development, cont'd.

- DOI has a bottom line that it can't exceed.

- BLM is competing for funding with other DOI bureaus.

- The total DOI budget is submitted to OMB in September.

- Each Bureau has an OMB budget examiner who looks carefully at the proposed funding and performance numbers.

OMB makes Budget Decisions based on Performance

- OMB completes its review late November and provides its decisions to Agencies. This is called the **OMB Passback**. Funding and performance levels are set for the President's Budget.

- DOI is competing for funding with other government departments. OMB has to take information from the whole executive branch and make complex decisions.

- After the Passback in November, the BLM begins writing the final version of the upcoming FY Budget (this year the 2014 Budget Justifications).

The President's Budget (AKA the Greenbook)

- Budgets are submitted to Congress in February to give them enough time to study the issues and formulate a new appropriation bill.

- Each Bureau has its own "Budget Justifications" which explain in detail what the program does, how the funding will be broken out to the various parts of the program.

BLM Prepares the PTA

- WO starts working on the PTA as soon as the Budget Justifications are completed.

- Through BPS, the State and Field Offices input priorities and specific projects for the programs that allocate funds based on projects.

- Programs should outline their expectations for performance as they allocate funding to each State.

Congress works on the DOI Budget

- In March and April, the Appropriations Committee staff will work on the draft bills and reports.

- The DOI Secretary and the BLM Director are called to testify on the budget before several Congressional Committees during that time (next March they will testify on the 2014 Budget).

- WO Program leads will answer questions, and prepare Capability and Effect Statements for the Appropriations Committee staff.

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Development Cycle of the BLM Budget

Year	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
2012						BST Meets to Discuss Emphasis Areas for 2014		BLM Budget Request sent to DOI for 2014		Passback from DOI on BLM Request for 2014		DOI Submits Request for 2014 to OMB
2012		Passback from OMB on DOI Request for 2014	Start writing testimony & press releases for 2014	1st Q Ends 2012 Budgt	Budget sent to Congress Hearings begin on 2014 Budget	Hearings on Budget. Briefings for Cong'l staff. BPS due for 2013 Mid-Year for 2012	WO starts working on PTA for 2013	House & Senate Aprop. Comm. work on bills & reports mark-up on 2014.	House & Senate Aprop. Comm.'s. mark-up House votes 2014 3rd Q Ends 2012	Senate schedule vote on Senate bill for 2014		Conf. Comm. usually meets to reconcile bills for 2014 PEs & PMs due for 2012
FY2013 Starts October 1st	End of Year Close-out 2012 . Determine carry over for 2013 PE Targets negotiated between SO leads and WO for 2013	WO prepares AWP if Congress has passed a budget. PE and PM targets locked for the year.	2014 Budget based on OMB passback. Strategic Plan and Bureau Measure targets finalized for 2014		2014 Budget published Budget Just. Provided to Congress							

WO Program Lead's role in Performance

- Program leads cover Policy and Budget

- Their budget write-ups cover funding numbers + performance

- Performance = Performance Measures & PEs
  - Performance Measures (WO primary responsibility)
  - PEs (State responsibility, but WO also tracks)

Review of Performance at the WO

- Washington Budget Office & WO program leads review performance and spending at mid-year, and third quarter.

- End-of year results are watched closely by DOI. Explanations must be provided for measure targets not met.

- Performance results are incorporated into the Annual Performance Plan and Results (APP&R) to be sent to Congress in Feb. with the out-year Budget.

Resources for Performance Information

- WO Budget Division website: http://web.blm.gov/wo-800/wo880/
  - Current DOI Strategic Plan
  - Strategic Plan "Framework" listing all DOI performance measures
  - Table of BLM Performance Measures including WO lead and contact information
  - Table showing PE alignment to Performance Measures

- ABC (Activity Based Costing) website: http://abc.blm.gov/prodABC/
  - Source for all PE definitions
  - Source for the PE per Subactivity spreadsheet
  - Cost analysis reports by PE

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Questions?

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